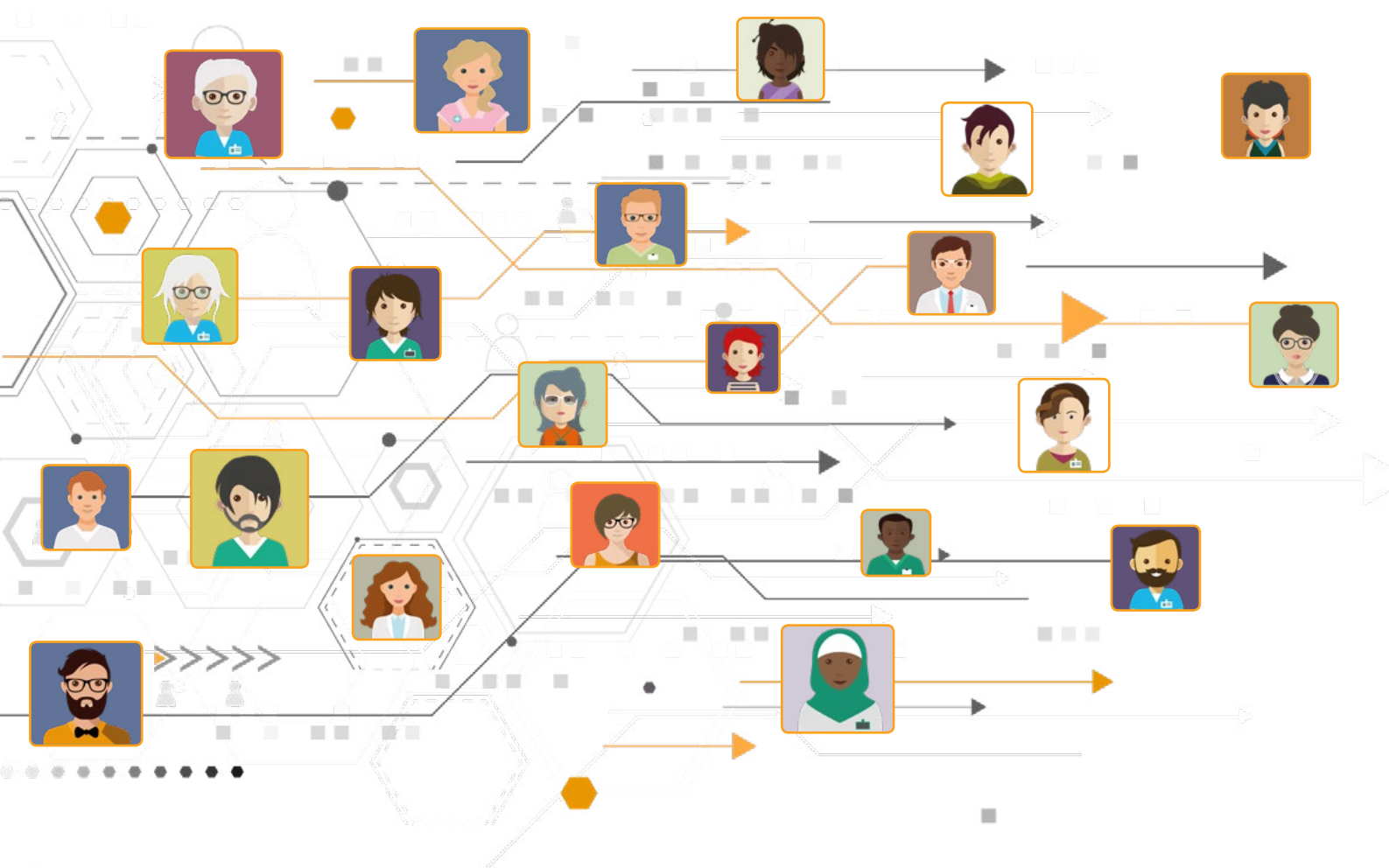


# North Wales Social Care and Community Health Workforce Strategy



March 2018



CYDWEITHREDFA GWELLA GWASANAETHAU  
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**NORTH WALES SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE**



Bwrdd Iechyd Prifysgol  
Betsi Cadwaladr  
University Health Board



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL





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# INTRODUCTION

The strategy sets out our strategic commitment as a North Wales Regional Workforce Partnership for the social care and community health sector, confirming our priorities over the next 3 years, until 2021.

The North Wales Workforce Strategy (NWWS) has been developed by the North Wales Workforce Board (NWWB) and is our commitment to having a joined-up approach to the workforce challenges and opportunities across the sector.

The Strategy supports embedding the principles within the Social Services and Well-being (Wales) Act 2014 and is aligned to the North Wales Regional Partnership Board Priorities.

The Strategy has been produced jointly with partners and discussions with partner organisations.

This strategy was endorsed by the North Wales Regional Partnership Board in February 2018.



# PARTNERSHIPS

## NORTH WALES REGIONAL PARTNERSHIP BOARD

### NORTH WALES WORKFORCE BOARD

The North Wales Regional Partnership Board (NWRPB), which is a Statutory Board under Part 9 of the Social Services and Well-being (Wales) Act 2014 has agreed its work priorities for partnerships and integration which provides the context and scope for the North Wales Workforce Strategy. This work is led through the North Wales Workforce Board (NWWB).

The NWWB has been in existence for 3 years and reports to the NWRPB. The NWWB has gone through a number of transitions over this period developing and changing to meet the needs of the sector and align with the Social Services and Well-being (Wales) Act 2014.

The membership reflects a wide range of organisations that are part of the Social Care & Community Health Workforce and reports to the NWRPB.

#### North Wales Workforce Board Membership





## OUR SHARED COMMITMENT

We are committed to working together, through a confident, engaged, motivated, knowledgeable and properly skilled workforce to support integration, recognising the value of all partners.



## RESOURCES

The health and social care sector is large, growing and economically significant.

It is important to continue to raise the profile of the sector via the Regional Skills Partnership, to secure future funding for training and skills development as well as promoting the opportunities of the sector to the wider population. Supporting entry level programmes, career opportunities and workforce development programmes at all levels.

### ECONOMIC SIGNIFICANCE

The health and social care sector in North Wales is large, growing and economically significant, it is recognised as an area of growth within the North Wales Economic Ambition Board's Regional Skills Plan and work is ongoing to ensure it continues to be a significant priority as part of the skills priority statement.

Health and Social Care in North Wales currently operate as 3 subsectors: Health including the NHS employing around 14,400 staff in BCUHB; social care through local authorities 5494 FTE staff, and through commissioned service staff employed by 369 businesses and 12,000 workers and finally there are private health services including pharmacies, opticians and dental services and the provision of early years care (child minder and nurseries) for children's services. This brings a total of around 44,000 staff.

A UK project to explore the full economic impact of the social care sector is currently underway and will report before the next regional priority skills assessment is completed.

The sector is also important to the Government's priorities around employability and the foundational economy by providing entry level jobs ranging from porters and cleaners to higher skilled jobs of health and social care support workers.

The current public spend for the NHS to provide all services in North Wales is around £1.4 billion and on social care for all services £260million per year. In addition, an ONS survey in 2015 estimated an additional 17% of



NHS private spending on health and social care including opticians, dentists, medicine, therapies, counselling and self-funded social care to another £240million in North Wales.

## ECONOMIC PRESSURE

We will continue to work together sharing resources in order to ensure that they can be best utilised and to provide optimum opportunities for the development and stability of our current and future workforce.

There are a number of pressures on resources within the sector including both financial and people, that are challenging.

The North Wales Social Care Workforce is under significant pressure through changes in the way services are delivered and the implementation of new legislation and regulation as well as the continued and projected demands across the sector, with the continued sustainability of the market at risk. Therefore a significant priority of the Strategy is to address the workforce and sector sustainability issues across the market through an engaged, collaborative and supportive approach, including having sufficient resources to meet training and development needs across the health and social care workforce and implementing and embedding new legislative and regulative requirements including Social Services & Well-being (Wales) Act 2014, the Well-being of Future Generations (Wales) Act 2015 and the Regulations and Inspections of Social Care (Wales) Act 2016.

In addition to these pressures are the need for us as a region to have robust workforce planning in place to support the supply and demand needs across the sector including training and development and recruitment and retention.

The North Wales Regional Skills Plan states that *“With BREXIT now being triggered, we now need more than ever to invest in the skills and talents of our domiciled current and future all-age apprenticeships in North Wales, to support employers, our key and growth sectors, and our current & future workforce”* *“With a current reliance on European Social Fund (ESF) and European Regional Development Fund (ERDF) for delivery of funding to projects supporting skills and employment across North Wales, the questions over future replacements of funding to support these areas of activity on the skills and employment agenda are still yet to be agreed and made clear.”*

## WORKFORCE PLANNING & DEVELOPMENT

As a partnership we are committed to continue to share the knowledge, skills, expertise and experience of the wide range of people that contribute and invest in our North Wales Social Care and Community Health Workforce.

The NWWB has a small amount of resources through grants and Local Authority partner funding, however other resources that support workforce planning and workforce development are held within individual organisations, these are either core funding or grant based funding, whereby there are conditions associated with how the funding can be spent.

The region has and continues to work collaboratively through both the delivery and funding of workforce development, recruitment and training activities, funding that has supported this has been provided through a varied range of resources including:

- North Wales Regional Collaborative Team
- Social Care Workforce Development Programme
- Social Care in Partnership
- Social Care Wales
- Apprenticeships
- Workforce Education and Development Services
- Third Sector
- Private Sector
- Careers / Job Services and Programmes
- Further and Higher Education Institutes



## SCOPE

For the purpose of this strategy we have identified the following workforce sectors:

- Local Authorities Social Care Services
- Health in the context of integrated services and the interface with social care provision
- Private and Independent Sector
- The Third Sector
- Individual Employers
- Carers

The North Wales workforce strategy is not a static document and will continue to grow and develop alongside changes in the sector; having a workforce strategy that responds to the needs of the social care and the community health workforce.





Due to the size and complexities of the social care and community health workforce the strategic priorities are not able to cover all aspects, but we have taken a pragmatic approach focussing on areas of need / risk, whilst referencing other areas including other workforce programmes / initiatives.

The North Wales workforce strategy recognises the value of our wider partnerships such as the North Wales Police, Welsh Ambulance Service Trust, and the North Wales Fire & Rescue Service. Through the implementation plans, links to joint working initiatives and activities with these services will be acknowledged and built upon where appropriate.



## CONTEXT – LEGISLATION

We will respond to the impact of the new legislative frameworks on the workforce and identify changing roles, tasks, responsibilities, skills and knowledge required.

The North Wales Social Care and Community Health Workforce is in a time of unprecedented change whereby they are required to deliver services differently with a focus on prevention, protection, intervention, partnership and integrated working, coproduction and empowerment; requiring a different emphasis on workforce skills and training.

The sector provides a wide range of care and support across a range of settings including people's homes, residential and nursing homes, hospitals and community settings, making it one of the most diverse workforces across a range of organisations and people including social care, health, the independent sector including private and third sector organisations and carers.

Delivering the Social Services & Well-being (Wales) Act 2014 requires that not only health and social care partners deliver integrated services, but that there is a greater emphasis on partnership working with other sectors such as housing, education and corporate services, to meet an individual's needs.

The introduction of new working practices in meeting the requirements of the Social Services and Well-being (Wales) Act 2014 is likely to lead to skills gaps in the social care and health workforce reflecting the substantial changes in social care and health organisations, including the introduction of new legislation and the restructuring of services.

### Social Services and Well-being (Wales) Act

The range and level of preventative services needs to be sufficient to meet the needs of the population; promote well-being and prevent delay or reduce the need for formal care and support.

The focus within the Social Services & Well-being (Wales) Act is to enable people to live as independently as possible, focusing on achieving outcomes that promote well-being and working in new ways and in partnership with communities, at local and regional levels.

The Act aims to *“Increase the level of effective early intervention / preventative services, access to information and advice for everyone, and well-being support for those who need some help, more people will be able to be supported without need for managed intensive support, fewer citizens will need care and support planning for managed, complex care”*.

The five key principles of the Social Services & Well-being (Wales) Act underpinning services are:

- Voice and control
- Prevention and early intervention
- Well-being
- Co-production
- Multi Agency

### **Well-being of Future Generations (Wales) Act 2015**

Public bodies need to ensure that when making their decisions they take into account the impact they could have on people living their lives in Wales in the future. The 7 principles of the Act are:

- A healthier Wales
- A prosperous Wales
- A resilient Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales

It expects us to:

- Work together better
- Involve people in planning and delivering the principles outlined above, reflecting the diversity of our communities
- Look to the long term as well as focusing on now

### **Regulation and Inspection of Social Care (Wales) Act 2016**

The new system of service Regulation and Inspection of Social Care (Wales) Act 2016 includes several areas

- Social Care Wales
- Future of Social Care Workforce Development Programme
- Registration and workforce

- Regulation of Social Care training and inspection established by the Regulation and Inspection of Social Care (Wales) Act 2016.

Social Care Wales, created under the Regulation and Inspection of Social Care (Wales) Act, brings together workforce regulation, workforce development, service improvement and research in one organisation, extending registration of the social care workforce to domiciliary care workers by 2020 and the residential care workforce 2022.

### **The Parliamentary Review of Health and Social Care in Wales**

The Parliamentary review was published in January 2018, the high-level recommendations identifying that the health and social care sector needs to fundamentally change, this will mean significant changes for our workforce not only on the way we currently deliver services but also in the types of workforce and skills sets needed to meet new approaches. This will be considered as part of the implementation programme actions and will be considered as part of a review of the strategy.



## **CONTEXT – NATIONAL & REGIONAL PROGRAMMES**

### **Regional Partnership Board Programme**

The NWRPB is a statutory board required under Part 9 of the Social Services & Well-being (Wales) Act. The NWRPB provides the strategic direction relating to the planning of services, integration and partnership working between its partners ensuring effective services and that care and support services are in place to best meet the needs of the population.

Part 9 of the Social Services and Well-Being (Wales) Act provides statutory requirements on the NWRPB and the NWRPB has agreed its programme of work to deliver the ambitions set out and the regional priorities.

### **North Wales Population Needs Assessment**

The population needs assessment pulls together information about people's care and support needs and the support needs of carers in North Wales. It aims to show how well people's needs are being met and the services we will need to meet them in future. Local Authorities in North Wales worked together with Betsi Cadwaladr University Health Board (BCUHB), supported by Public Health Wales, and additional partners, to produce the assessment which is a requirement of the Social Services and Well-being (Wales) Act (2014).

The population needs assessment will be used to make decisions about the services we need to provide in North Wales to meet people's care and support needs and the support needs of carers. It will help us make decisions about where to use our resources, meet other requirements of the act and inform the work of the Regional Partnership Board.



## Betsi Cadwaladr University Health Board Workforce and Organisational Strategic Priorities

The Workforce and Organisational Strategic Priorities for Betsi Cadwaladr University Health Board are set out under four strategic themes which are:

- Achieving cultural change which better support staff and through them the patients we serve
- Planning for and attracting the staff we need to deliver services now and in the future
- Ensuring that the staff resource is deployed and used as effectively and efficiently as possible
- Ensuring that staff have the skills necessary to fulfil their roles

### Social Care Wales Business Plan

The newly established Social Care Wales has identified its priorities, these include:

- Care and support at home, providing improved care and support in the home, or enabling more people to receive care and support at home, addressing the needs for care and support at home for those that choose to receive this in their own home
- Supporting people with dementia
- Children who are looked after by the local authority

Our workforce strategy aims to engage and align to this work which will be undertaken nationally.

### The Care at Home Strategic Plan

The care and support at home strategic plan covers a complex, dynamic system involving citizens, carers and many agencies to deliver effective care and support at home. Within the strategic document one of the six key actions is

*“The workforce needs the knowledge, skills and values to be able to deliver outcomes focussed, flexible care and support at home. Social Care Wales should drive the development and delivery of a workforce strategy, inclusive of carers and communities, with a range of partners”.*

Social Care Wales state that

*“To achieve the vision of this strategic plan, people need to commit to making changes together. Work needs to begin now. We have developed a plan that shows some of the first things that need to be done. We will work with people across Wales to plan what improvements need to be made, and how they will be achieved”.*

### National Commissioning Board

The aim of the **National Commissioning Board** and **Provider Forum**, is to improve commissioning practices, including integrated commissioning, in supporting the development of a better understanding of processes and the social care markets.

Key activity for 2016/17 include:

- **Market Analysis of Care Homes**, completion of pilot in North Wales followed by a national approach
- **Market Position Statements for Care Homes**: Support partnerships to develop market position statement(s) describing future requirements
- Develop **outcomes focused model contract and specification for Care Homes** covering both long term and short-term placements
- Develop an **integrated and coherent model for the quality assurance**
- Development of **Guidance on options for securing services** which will encompass the new requirements of the EU. This will be developed through practical examples of home care and supported accommodation (for people with learning disabilities)
- Examine the **Skills and Capacity Pilot** training and examine its effectiveness before broader roll out across Wales.

### Association Directors Social Services Cymru Workforce Policy Group

The ADSSC Workforce Policy Group has lead responsibility in ADSSC for issues relating to:

- Workforce Planning & Development
- Training and Qualification frameworks
- ADSSC representation and links with National Regulatory and training bodies

The NWWB has a work programme that is aligned to the overall priorities of ADSSC



## North Wales Citizen Panel

The North Wales Citizens Panel covers any citizens aged 18+ living in the 6 local Authorities across North Wales and empowers those harder to reach individuals to engage with consultations and services who serve the citizens of North Wales. Members of the panel range between 29 years and 60+ years. The aim for ongoing work is to increase the level of younger citizens to take part in the panel and so more work is being done via social media to link in with the younger generation.

The North Wales Citizen panel put a round of questions to their members, both existing and new contacts were made in order for a broad range of responses from different geographical areas to take part.

The panel provided a report outlining their preferences and expectations in relation to each of the questions, as detailed below.

The questions asked were:

What type of assistance do you think would be most helpful?

Citizen Panel Members identified that the type of assistance they wanted included:

- Availability of information
- More leaflets in welsh
- Understanding the concept and practice of co-production
- Describing my circumstances once
- Receiving information prior to any face to face meetings
- Availability of GP surgeries after 5pm
- Using social media more to share information.

Who do you think could assist you?

Citizen Panel Members identified that those that could assist them included:

- Whilst individuals recognised the importance of family and friends providing support, there was some concern raised on the expectations and pressures of unpaid carers, as well as those who did not have this support available to them
- Multi-agency approaches were also discussed in that individuals liked this approach as it meant information was easier to access and support was more streamlined with better communication between organisations as to who was doing what aspect of the work with the individual. One individual told us that multi-agency work had worked well for them as the agencies involved were talking together and that when meetings were held they all attended, and it felt very person centred and very focused on them and their needs
- Integrated teams
- The use of community-based services was highlighted both in terms of a community and the support it could offer, some concern was raised on how long this would take and also ensuring the support you receive being from staff with the knowledge and skills required. Services identified that were already accessed included Age Cymru, Citizen Advice Bureau, Local Authority venues and notice boards from Community Councils.
- Social care staff

What skills, knowledge and expectations would you have from those that assist you?

Citizen Panel Members identified the skills, knowledge and expectations from those that assisted them included:

- Honest, reliable & consistent
- Professional, having a good knowledge or a willing to learn more about the topic and the individual they are working with in order to establish all the facts.
- Being kind natured and willing to help
- Someone who had a sense of humour had a big effect
- Being a positive person
- Not being patronising and speaking to individuals as a person
- To keep things that are said between the assistance and the individual confidential
- To be caring, friendly and cheerful.
- Realistic in their approach so not promising the individual anything that would not be achievable
- Being polite
- Don't like people who judge before they know
- Open minded
- An individual said it was important to them that their team works well together
- Two individuals said that they would like their assistance to be trustworthy
- Supportive
- Encouraging



## THE WORKFORCE

There are a number of activities currently happening that will impact on the workforce these include:

- The Regulations and Inspections Social Services & Well-being (Wales) Act requires the registration of Domiciliary Care and Residential Care Workers impacting on the already fragile provider market and may change the demographics of the workforce
- The development of a new suite of qualifications for Health and Social Care, Childcare and Play work
- The Social Care Wales review of the Social Work Degree
- Developing skills, knowledge and competences to deliver services differently
- The quality assurance and quality improvement of practice in learning and assessment is a priority leading to the expansion of registration with Social Care Wales having greater responsibilities for regulation and Social Care Training

Ensuring we take account of what the data is saying alongside the changes and activities that are been undertaken will be part of our workforce planning across the sector, providing us with a clear workforce plan supporting forward workforce planning and enabling us to target resources in supporting our current and future workforce requirements.

## WORKFORCE DATA

Social Care Wales collates a range of data in relation to registered and commissioned care services including the:

- Profile of commissioned care services 2015
- Profile of domiciliary care service managers working in Wales 2016
- Profile of adult care home managers working in Wales 2016
- Profile of social workers in Wales 2015
- Profile of the residential child care managers and workers in Wales 2015

The highlights from the latest data reports are broadly covered.

The North Wales Economic Ambitions Board Report states that although health and social care are not identified as economic drivers, they are considered sectors that demonstrate above average growth and productivity and are projected to perform well into the future being of significant importance to North Wales and its economy.

The table below shows the percentage top three industries of employment based on the 2011 census for each Local Authority in North Wales, identifying the health and social care sector in North Wales as one of the largest employers and therefore contributes significantly to the economy.

The North Wales Ambitions Board

	Health & Social Care	Education	Retail	Manufacturing
Anglesey	15%	11.2%	14.4%	
Gwynedd	14.7%	12.6%	14.5%	
Conwy	16.7%	10.2%	17%	
Denbighshire	19.1%	10%	14.4%	
Flintshire	11.1%		16.3%	18.9%
Wrexham	14.6%		15.2%	18.3%



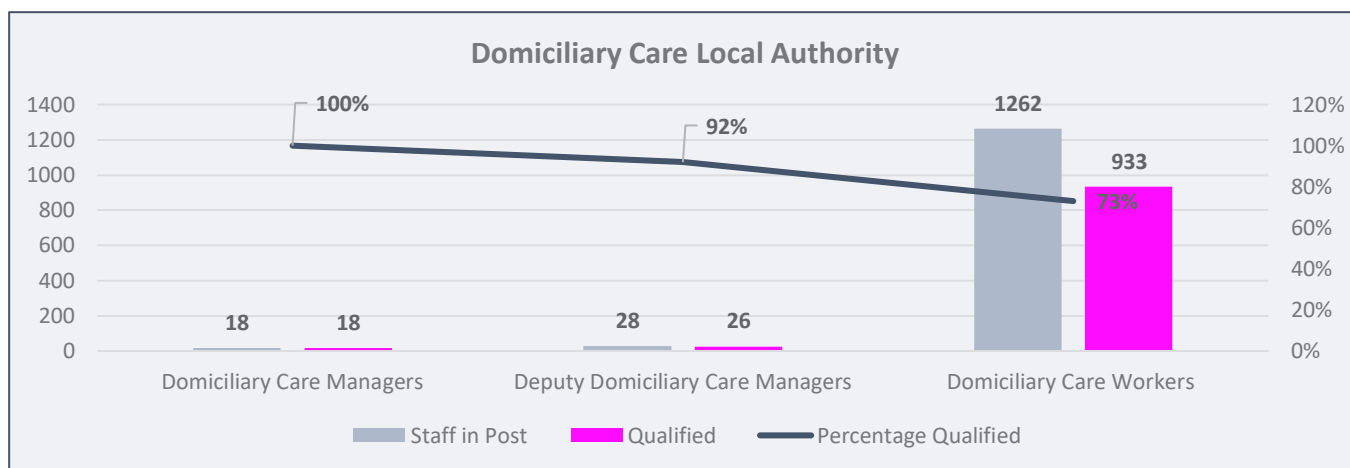
## LOCAL AUTHORITY WORKFORCE DATA

We will work together as a sector to secure consistent, robust and meaningful data to support workforce planning and development.

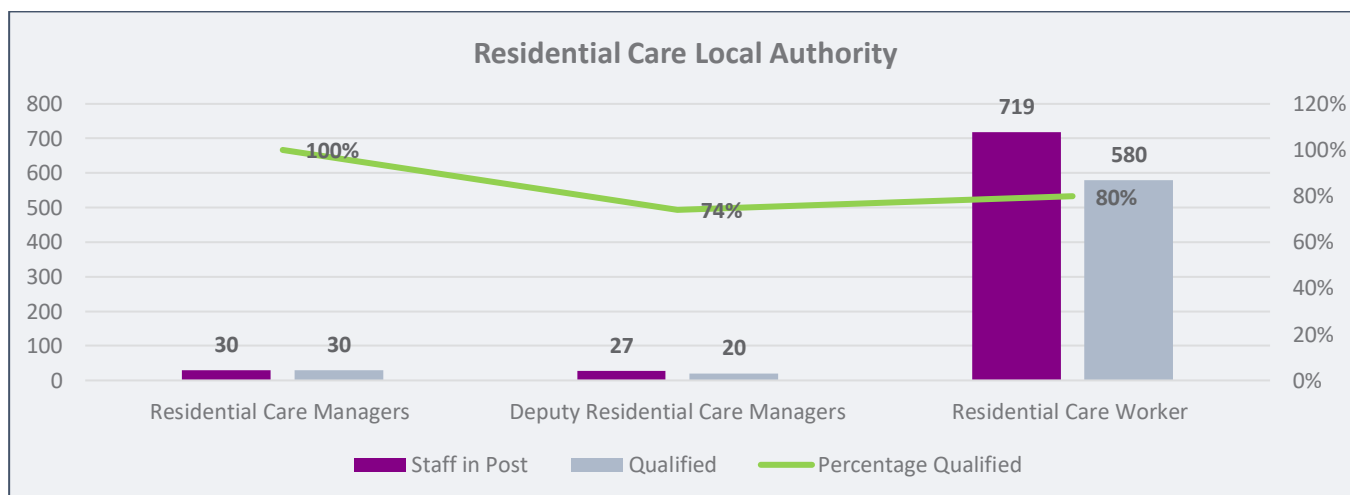
There are a number of challenges in securing consistent data across organisations, sectors and their workforce whilst every effort has been made to source accurate data there is evidence to suggest that some of the data provided may need further interrogation. It is acknowledged that moving forward we should consider how this can be achieved, in order to have better workforce intelligence for workforce planning and utilise resources effectively.

Each Local Authority is required to collate information about directly employed staff of Social Services departments on an annual basis to provide to Welsh Government to be included in the annual National Statistics.

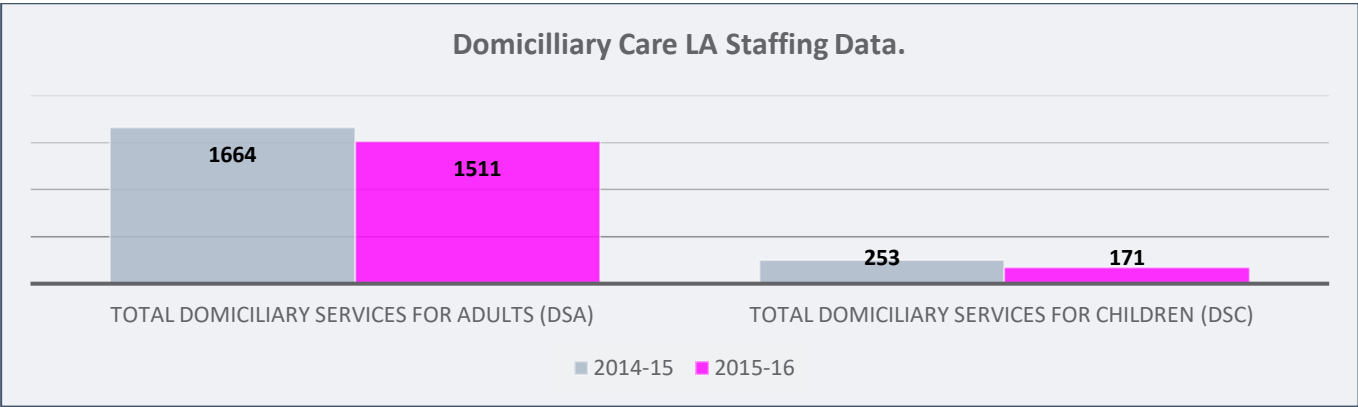
### Number of Domiciliary Care Staff Qualified



### Number of Residential Care Staff Qualified

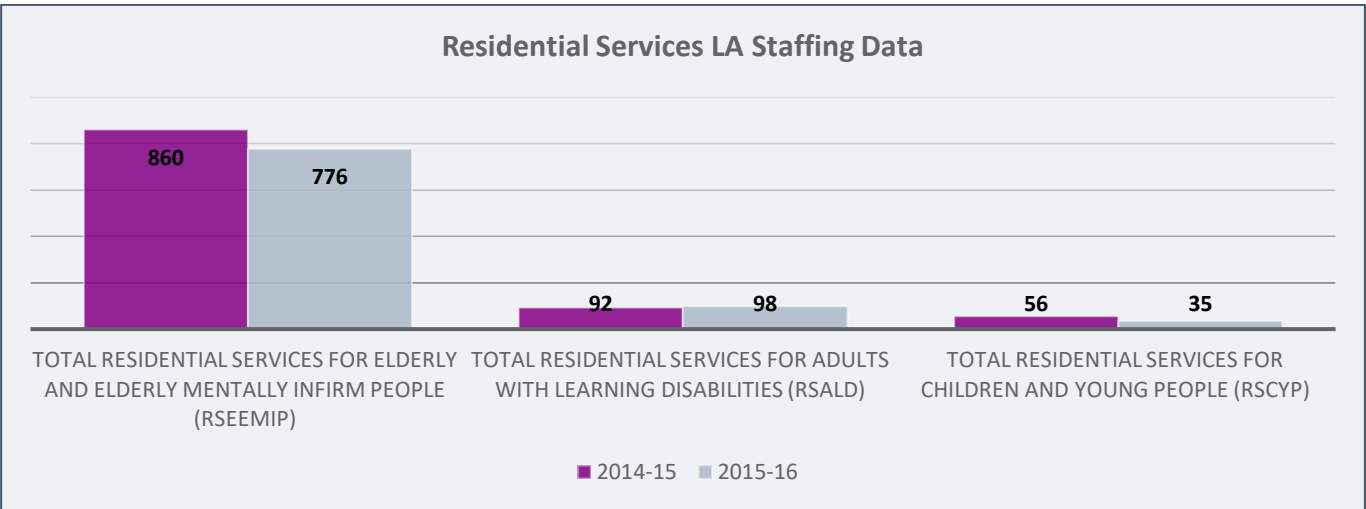


Number of Domiciliary Care Staff Employed Supporting Adults and Children 2014-15 and 2015-16



There has been a slight reduction in the number of domiciliary care staff in adults and children’s services.

Number of Residential Care Staff Employed Supporting Adults and Children 2014-15 and 2015-16



Whilst adults with learning disabilities has seen a small increase, residential services for the elderly and residential children and young people services have seen a small reduction.

SOCIAL WORKERS

We will work together on approaches to social work workforce planning and development to meet the emerging and future requirements for Social Workers workforce.

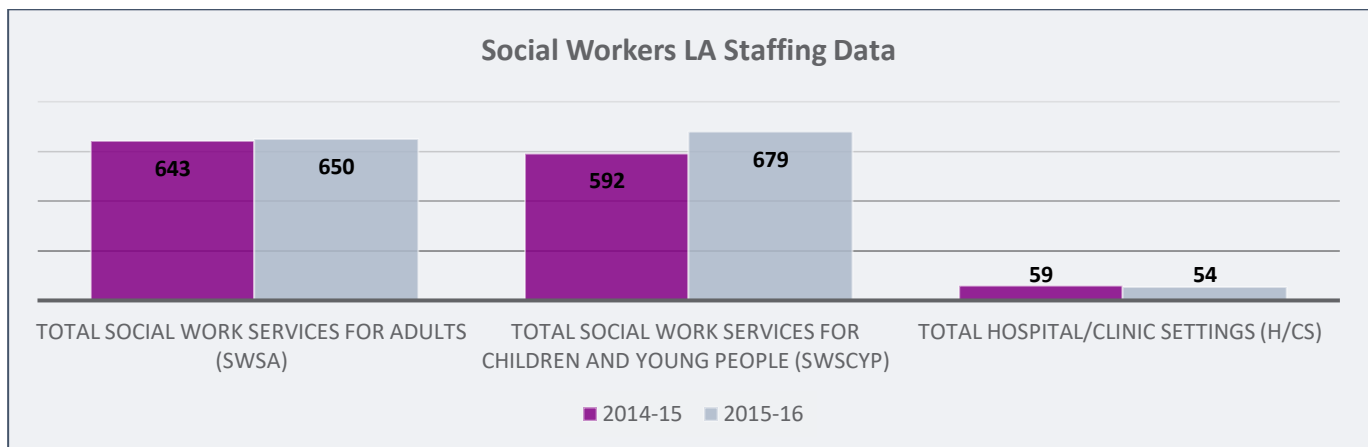
We will support Social Workers development pathways through a regional approach to the first 3 years in practice.

Local Data is collated annually to inform regional planning and identify key themes. This data collection is undertaken by the Local Government Data Unit – Wales (Data Unit) in partnership with the Social Care

Wales, the Association of Directors for Social Services Cymru (ADSS Cymru) and the Welsh Local Government Association (WLGA).

Within North Wales it is not identified that there are significant recruitment issues across the whole region for social workers, however there is some evidence to suggest that more specialist roles are difficult to recruit to and certain areas have identified some areas of concern based due to competitive rates and the requirements of specific higher grades. The age profile of the social work workforce may show differences as more experienced Social Workers leave the sector through Local Authority transformation programmes and we may have a younger social work workforce, whilst the National CPEL programme supports continued development and support, additional approaches may need to be considered in supporting a younger, less experienced workforce.

The staffing data shows that within Local Authorities there has been a slight increase of Social Work Services in Adults and Children's & Young People.



The continued professional development of social workers is identified as an on-going priority to support their professional development.

The North Wales Heads of Service Children's and Adults have been working with training managers across the region to create a consistent learning and development pathway for Social Workers within their first 3 years of practice. This includes a core Social Work training programme across the region.

Areas to be considered and addressed via the strategies priorities include:

- Recruitment to social work posts at a higher grade
- The continued monitoring of recruitment and the impact of changes in employer models that may impact on workforce planning for social workers
- Outcome of the Social Work Review and possible impact on future programmes
- The demand and supply of social work degree students across the region including the provision of placements and recruitment of BME students, potential opportunities for people who are unable to give up employment to study, this should be monitored as part of workforce planning

## OCCUPATIONAL THERAPY

Local Data is collated annually to inform regional planning and identify key themes. This data collection is undertaken by the Local Government Data Unit – Wales (Data Unit) in partnership with the Social Care Wales, the Association of Directors for Social Services Cymru (ADSS Cymru) and the Welsh Local Government Association (WLGA).

Occupational Therapists have a significant role to play in delivering The Social Services and Well-being (Wales) Act 2014 through the promotion of individual's well-being. The Knowledge and skills of the Occupational Therapist in supporting individuals to maintain and improve well-being incorporating all occupational therapy approaches is invaluable supporting individuals to maintain independence and in supporting an individual's recovery.

The newly launched Occupational Therapists in Social Care Learning and Development Framework recognises the importance of the role of occupational therapists and supports the continued learning and development of Occupational Therapists, supporting their role in multi-disciplinary teams and the delivery of services.

The region will work together to ensure a regional interpretation of the framework, ensuring a consistent approach is applied across Local Authorities.

Information received from Local Authorities identifies that recruitment and retention of Occupational Therapists across the region is mixed, with some experiencing no issues and others identifying that the recruitment of Welsh speaking Occupational Therapists is more difficult.

Glyndwr University is the only provider of the degree in Occupational Therapy which is full time, this will need to be monitored under workforce planning to understand the impact this has on the future supply of Occupational Therapists and in particular Welsh Speakers.

## COMMISSIONED CARE WORKFORCE

We will work together as a sector to address retention and recruitment pressures, developing cross sector and regional approaches.

“The data from workforce surveys indicates both high levels of workforce turnover and at least a quarter of the workforce leaving the sector each year to take up employment elsewhere.

The 2016 Surveys based on a return rate as detailed below showed that 38% of domiciliary care workers and 36% of the residential care workers are unqualified, this is a significant number of workers that will need training in order to meet registration requirements under the Regulation and Inspection of Social Care (Wales) Act 2016, demonstrating significant resource implications within the sector.

The recent **Transforming care in the 21<sup>st</sup> century: A consultation setting out the proposed changes** including:

- fees for Registration
- qualification requirements for domiciliary care workers
- code of practice for employers
- fitness to practice rules.

This indicates that the cost of fees for registration will rise from £10 (2017/8) to £20 from 2018/9 and be £35 by 2021/22, this does not take into account the cost of training or the costs of DBS for the sector.



**10,000 WORKERS**

**85% Private and Independent Sector**

**15% Third Sector**



In 2015...

Out of those that left their roles

42% left the sector

33% left to work for another sector provider.

22% unknown

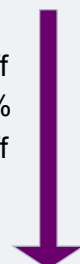
#### **Reduction in the Number of providers...**

Adults Commissioned Care Providers by 9

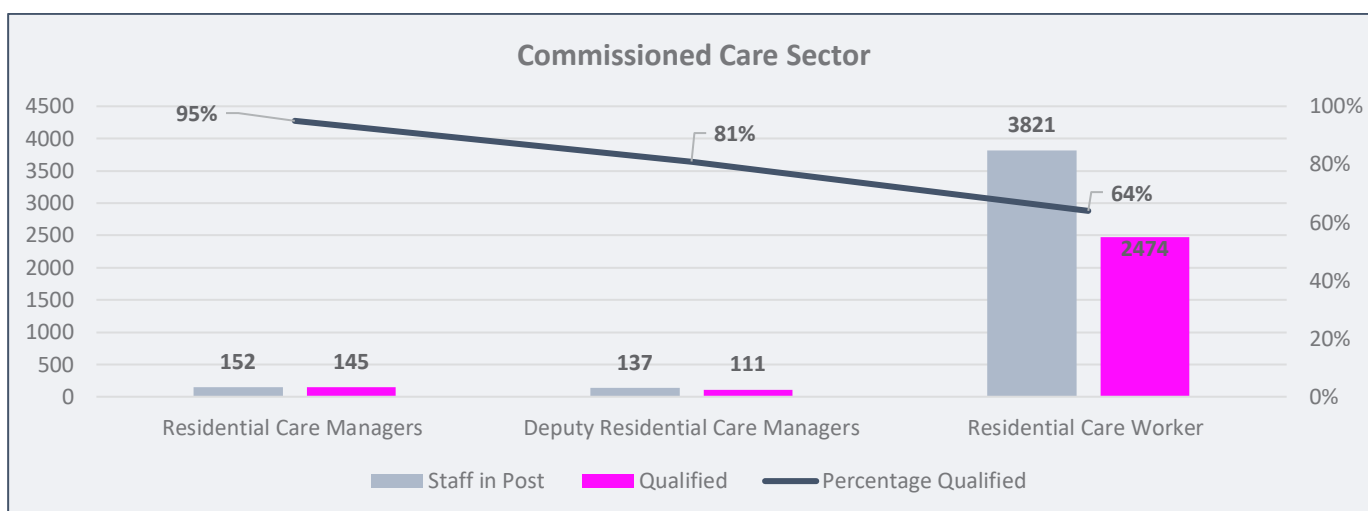
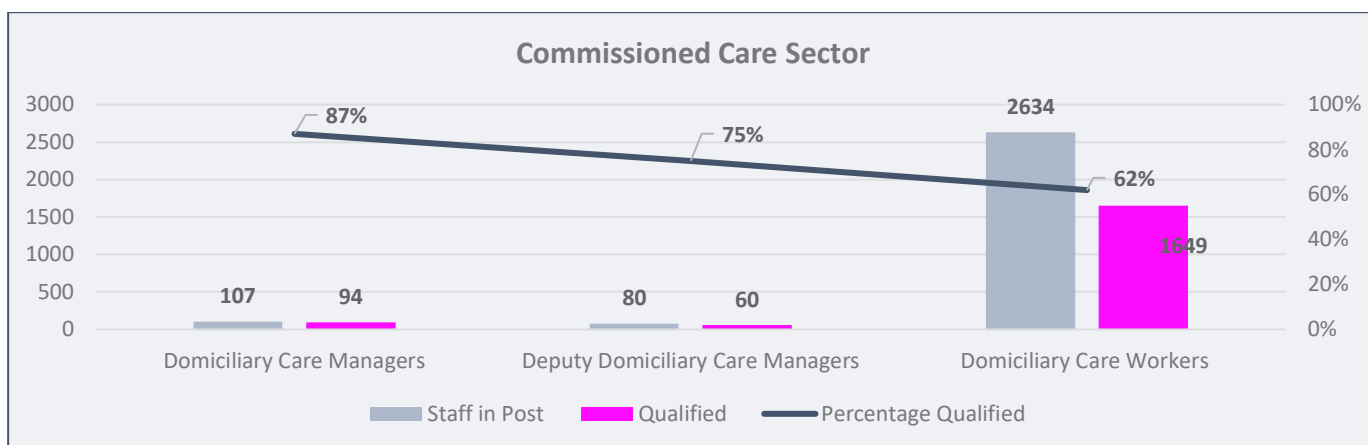
Commissioned Care Providers Older Peoples Services by 19

#### **From 2014—2015**

- There was a reduction in the number of staff moving from one provider to another by 22%
- There was a reduction in the number of staff leaving the sector by 8.5%.



Local Authority	% of surveys returned
Ynys Mon	85%
Gwynedd	99%
Conwy	35%
Denbighshire	44%
Flintshire	37%
Wrexham	83%



## BCUHB WORKFORCE DATA

The age profile of the organisation remains broadly consistent with previous years, the ageing workforce is a challenge for BCUHB, with around 17% of the workforce in the age band 56 and over and therefore at or approaching possible retirement. The % of the workforce aged 30 and under is 14.65%.

The challenges that impact on the Health Board and ultimately our patients are, the shortage of registered nursing staff and the difficulty that both primary care and nursing homes have in recruiting and retaining registered nurses.

The workforce plan illustrates the baseline position of the whole organisation at the 28th February 2017. The current headcount of staff (excluding bank staff) is 17,117 which equates to 14,748 full time equivalents (FTE). Nursing & Midwifery are the largest staff group at around 33% of BCUHB total. The Additional Clinical Services (Assistant and Support worker) staff group is the second largest in number and represents 19.63% of the workforce.

The workforce composition across all pay bands continues to be predominantly female at 13,789 (79%) headcount versus the male headcount at 3,328 (21%) This provides an 80/20 percentage split which has not deviated over recent years. 52% of females work part time compared with 16% of males, which again has been fairly typical over recent years.

The forecasted change in the workforce based on a three-year trend analysis during 2017/18 is 14,909, (FTE) which is a 2% increase in our workforce. For the next three years if there is no change in these trends we anticipate a 5% increase at the end of 2020 taking BCUHB workforce to 15,408(FTE). Clearly there is work to do around new ways of working, skills mix and workforce transformation. These projections and assumptions will need to be revised annually.

Staff turnover has decreased slightly over the last 2 years from 7.78% in March 2015 to 7.60% in February 2017 it is difficult to estimate at present whether this trend will continue. The turnover data above excludes medical and dental training grades.

Sickness absence rates have reduced since 2015/16 with the average rate to February 2017 being 4.85% which is 0.31% above the BCU target of 4.55%, but still represents a significant improvement.

## CHILDRENS' WORKFORCE

The North Wales Workforce Board has agreed priorities for the children's workforce which include:

- Identifying workforce implications of 'outcome based' service models
- Working with partners across the Region to support shared training opportunities
- Aligning and working with the Family Justice Board Training Sub Group to enhance the role of practitioners as experts within the court arena
- Developing the skills of Foster Carers to support older children with complex and challenging needs – linked to the National Fostering Framework programme

In relation to Children's services the North Wales Population Assessment identifies a wide range of needs delivered through a range of services from early intervention and prevention to looked after children. There has been an increase in the number of children's needs in relation to areas such as Child sexual exploitation, self-harming and disabled children and increased concerns in areas such as bullying, sexting and children's mental and emotional well-being. There have been a number of training and event initiatives to raise awareness of emerging themes. However, as service models are developed, and further work is undertaken in establishing the workforce needs through quality data, it is envisaged there will be emerging workforce themes identified.

The table below shows the provision of Independent Residential Children's and Young Peoples Care Providers in North Wales.

Independent C&YP Residential Care Providers in North Wales.			
Date of count:	Number of independent providers:	Number of independent settings:	Number of registered beds:
As @ May 2014	14	36	162
As @ 31 <sup>st</sup> May 2017	14	40	174
Change	Nil	+4	+12

Source = CCSR

Although the number of providers is unchanged this does not reflect that 3 x providers included in the count for 2014 have since been taken over by other providers (one of which was already present in the region) and two new providers have entered the market place.

Social Care Wales will be developing a looked after children strategy building on the work undertaken in residential childcare. Looked after children are among the most vulnerable in our society and there is a pressing need to improve the supply and quality of service provision within North Wales ensuring that those supported have services and staff that can meet their needs.



The Welsh Government is developing an early years, childcare and play workforce in Wales 10 year workforce plan. The plan offers proposals under three key themes: up-skilling the existing workforce, attracting high-quality new entrants, and developing leaders and future leaders in the sector. With an aim to ensure all those caring for our young children are equipped with the necessary skills and competencies to support children to develop physically, socially, emotionally and cognitively.

The childcare offer which is currently being piloted in Flintshire, Gwynedd and Anglesey is to provide 30 hours a week of combined early education and childcare for working parents of 3 and 4 year olds, up to 48 weeks a year.

The associated value of providing quality childcare includes:

- Economic benefit – access to free childcare will remove this as a barrier to returning to employment.
- Tackling Poverty – enabling parents to return to or increase their employment, improving families' prospects.
- Benefits for the child – supporting existing child development pathways

Consideration of the sustainability to meet the demand is being considered as part of the pilot projects, as well as meeting childcare demands in holiday periods.

In addition to this there is a Welsh Language project which aims to increase the use of the Welsh Language within early year settings.

## MENTAL HEALTH WORKFORCE

The population needs assessment also identifies that an overarching strategy which includes better coordination across key partners, should consider the requirements of the workforce to meet the outcomes of the strategy including size, roles, skills and knowledge development.

The population needs assessment identifies that the prevalence of mental health is likely to rise from 93000 to 99000 people by 2035. It has identified the need to increase the workforce in order to meet demand, particularly in relation to increased capacity within the mental health teams, family involved models, services available outside of the normal 9-5 provision and the continued development of provision for early intervention and prevention particularly in relation to those whom experience low level depression and anxiety.

Betsi Cadwaladr University Health Board are leading on the development of an Integrated Mental Health Strategy for North Wales of which one aspect is workforce, the findings of which will be shared.

## WELSH LANGUAGE

We will continue to embed the Welsh Language through local, regional and national programmes in line with More than Just Words and the Welsh Language Act, ensuring that those in receipt of services are able to do so in the language of their choice.

The Welsh Language at work survey shows a variation of Welsh Speakers across the region including spoken and written Welsh, the use of the Welsh Language is more prominent on the West side of North Wales than the East.

There a number of activities within the North Wales Health and Social Care Sector that have received recognition of their good work through the More Than Just Words show case event 2017 including:

- The North Wales More Than Just Words Regional Forum which was awarded a special commendation for their work in the development of the forum which promotes collaboration, in order to fulfil the requirements of the Welsh Government's strategic framework – and to improve the quality and availability of Welsh language services in health, social services and social care – for the benefit of patients, their families, and the public in North Wales
- Special commendation: Developing a Bilingual Workforce – Betsi Cadwaladr University Health Board  
In order to be able to provide the best service to patients the health board needs to develop a bilingual workforce. Understanding the needs of the population is essential to inform the planning and delivery of services in North Wales

The Active Offer - Language Choice Scheme – Betsi Cadwaladr University Health Board - Patients with dementia can revert to their first language as their condition deteriorates. Betsi Cadwaladr University Health Board have piloted a “Language Choice” Scheme for dementia patients on the Glaslyn Ward at Ysbyty Gwynedd with the aim of planning services and the workforce in order to realise the active offer principle set out in More than Just Words. This scheme ensures that the organisation takes responsibility for offering a Welsh language service by pairing Welsh language dementia staff with Welsh speaking patients.

# WORKFORCE COMPETENCIES

The health and social care workforce is a large and complex sector covering a diverse range of vocations within different organisations. This strategy does not seek to cover the plethora of different roles, but to identify a range of competencies that will enable the successful implementation of the Social Services and Well-being (Wales) Act 2014. This includes embedding a cultural shift to deliver better services that meet the individual's needs within the available resources in a cohesive and collaboratively, these are highlighted in the table below.

GOLDEN THREADS	LEADERSHIP & MANAGEMENT, SAFEGUARDING, WELSH LANGUAGE					
	COPRODUCTION		"WHAT MATTERS" CONVERSATIONS		INFORMATION, ADVICE & ASSISTANCE	
	COMMISSIONING & CONTRACTING SKILLS		INTEGRATED MULTIDISCIPLINARY WORKING, UPSKILLING & WORKFORCE		INCREASED KNOWLEDGE OF COMMUNITY RESOURCES	
	DIFFICULT CONVERSATIONS		SPECIALIST SKILLS		ACTIVE LISTENING	
COMPETENCIES		OUTCOMES FOCUSED APPROACHES		ADVOCACY (ASSESSING THE NEED)		
SERVICES	COMMUNITY SERVICES	VOLUNTARY SERVICE	CARERS INCLUDING SERVICES	HEALTH ORGANISATIONS	INDEPENDENT SECTOR	SOCIAL SERVICES

## LEADERSHIP

**Effective management and leadership** skills are crucial in the transformation of services and cultures, working together across sectors to drive the changes required, engaging and supporting communities to develop services and activities to meet the needs of individuals within their communities. Supporting succession planning within the sector will support the opportunity to address recruitment of managers.

Ensuring leaders are equipped to implement new legislative requirements including the role of Responsible Individuals and the New Health and Social Care Induction Framework.

## SAFEGUARDING

The North Wales Safeguarding Board Workforce and Training group is developing a collaborative approach to the safeguarding workforce and training to respond, review, promote and quality assure regional safeguarding learning and development. The group are currently developing their Action Plan which will identify workforce and training needs.

### Children's Safeguarding Board

The following three areas have been identified as the strategic priorities for the North Wales Children's Safeguarding Board:

1. CSE and missing from care.
2. Children who display harmful sexual behaviour.
3. Domestic Abuse.

### Adults Safeguarding Board

The North Wales Safeguarding Adults Board (NWSAB) strategic priorities for 2016/17:

1. Outcomes for adults who are the subject of adult protection plans are improved as a result of all agencies across North Wales consistently delivering high quality adult protection services according to agreed best practice.
2. The risk that vulnerable adults and 'adults at risk' suffer or become subject to abuse or neglect is reduced because staff and the public are fully aware of the need to safeguard, protect and know what to do if there is a safeguarding issue.
3. The NWSAB operates effectively and meets its statutory responsibilities.
4. Development of a regional approach to assist adults who self-neglect.

The North Wales Adults and Children's Workforce Development and Training Group is key in identifying training needs and ensuring that training is provided on an inter-agency and individual organisational basis to assist in the protection and prevention of abuse and neglect of adults and children and will remain a priority.

### The Violence against Women, Domestic Abuse & Sexual Violence (Wales) Act 2015

The Violence against Women, Domestic Abuse and Sexual Violence (Wales) Bill, places duties on Ministers, Councils and Health Boards to publish strategies aimed at ending domestic abuse, gender-based violence and sexual violence. There is a North Wales Regional Strategic Board, work is ongoing, and the board will develop a regional strategy.

## WELSH LANGUAGE

To deliver on the active offer we will continue to create a culture of change that removes the responsibility on service users to ask for a service through the medium of Welsh, ensuring that Welsh speaking individuals are treated with respect and dignity, asking them their preferred language and acting on it.

The statutory responsibility of Local Health Boards and Local Authority Social Services Departments to ensure that peoples' well-being outcomes are supported, and that their care and support needs, including their language need, are accurately assessed and met, will provide some significant challenges within certain local authorities, where the Welsh Language is not as widely spoken. Providers will also need to be able to recruit Welsh speakers in order to meet the needs of those accessing their services and providing the Active Offer as set out in More than Just Words and the Welsh Language Act.

A continued approach to actively promoting the use of the Welsh language and culture supporting staff to develop their Welsh language skills, creating the right environment where staff feel confident in using the Welsh language irrespective of their skills level and ensuring that language needs of individuals are met is an integral part of safe high-quality service provision.

## INTEGRATION

We will support workforce requirements and demands in the re design and delivery of services, taking a proactive approach in managing change across the sector, leading workforce redesign across the social care and community health sector.

**Integrated Working / Multi-Disciplinary / Upskilling & Workforce Flexibility** – Whilst there are a number of approaches on delivering integrated services, this strategy focuses on those areas as detailed in Part 9 of the Social Services & Well-being (Wales) Act.

The key aims of cooperation, partnership and integration are described as follows:

- To improve care and support, ensuring people have more say and control
- To improve outcomes and health and well-being
- Provide co-ordinated, person centred care and support
- Make more effective use of resources, skills and expertise

As The North Wales Regional Partnership Board we are required to prioritise the integration of services in relation to:

- Older people with complex needs and long-term conditions, including dementia.
- People with learning disabilities
- Carers, including young carers
- Integrated family support services
- Children with complex needs due to disability or illness

The NWRPB has set out to deliver an ambitious programme that continues to build on the established partnerships and further develop integration opportunities.

## INFORMATION, ADVICE & ASSISTANCE

We will support the development and training of Information, Advice and Assistance staff ensuring they are qualified, knowledgeable, competent and confident in undertaking the right conversations and providing advice and assistance.

### Information, Advice and Assistance Including the need for the Increased Knowledge Of Community Resources –

The increased demand on the provision of community based services to support the preventative agenda is required in order to meet future demands on services, knowledge of these services will be paramount in signposting people to access services independently and meet their low level needs, in some local authorities Single Point Of Access provisions has embraced this by including a voluntary sector staff member within their teams.

## COMMUNITY CONVERSATIONS AND STRENGTH BASED APPROACHES

We will work with National and Regional Programmes to develop a suite of training, information and tools that supports the embedding of this cultural shift across the sector.

**COMMUNITY CONVERSATIONS** approaches aim to support and empower citizens to keep their independence, remain living in their homes for longer and achieve outcomes that are important to them. It is a preventative approach that strengthens a person's resilience and seeks to avoid future crises. It reaches out to local people, encouraging them to be involved and ensures they are treated as equals.

**STRENGTH BASED APPROACHES** including outcomes focused, active listening, analysis of information and difficult conversations – The Strength Based Approach focuses on what the individual can do both in terms of their skills and resources. Changing the traditional approaches which has been based on a model of care management and the prescription of services with elements of strength based approaches which appears to

have created an element of dependency on services as oppose to one where they will need to work in collaboration with service users, with the aim that practitioners establish and acknowledge the capacity, skills, knowledge, network and potential of both the individual and their local community. This is a major cultural shift across services whereby services will need:

- to have greater knowledge and awareness of community resources
- time to prepare for assessments, skills in supporting self-assessment and third-party assessments
- changing expectations of those accessing services where the assessment is a collaborative process with the individuals
- broadening and embedding the skills required to have outcomes-based conversations and support implementation of the National Outcomes Framework, requiring a significant cultural shift across the health and social care workforce
- Integrated Assessment documents across health and social care have been developed to support a new assessment process based on collaborative conversations with individuals.

## COMMISSIONING & CONTRACTING SKILLS

We will work with the sector to audit the training needs of commissioning and procurement practitioners and identify their training requirements.

Outcomes based approaches will require skills development across health and social care staff, in particular for commissioners, procurement practitioners and legal advisers, reviewing & monitoring officers.

We will also require new models for securing services and changes to delivery across the independent and third sectors; co-productive commissioning will require different relationships and a commitment from both commissioners and providers to maximising the voice and control of 'service users' in planning and delivering how care and support will support them to achieve their well-being outcomes.

The financial and workforce crises within care home and the domiciliary care sectors are recognised both nationally and regionally and there are a number of programmes that are being implemented to address these difficulties.

## SOCIAL VALUE BASED PROVISION

We will support the Regional Social Value Business Forum to support social value based (social enterprise, co-operative organisations & arrangements, user led and third sector) providers to develop a shared understanding of the common agenda, and to share and develop good practice, including where there is the opportunity to develop social enterprises and mutual cooperatives.

Workforce development will need to ensure that the workforce supporting the development of such businesses have the relevant skills and access to support through the partnerships. Such as experience in the development of social value businesses, business acumen, accessing funding and understanding the human resources needs including skills, knowledge and competencies.

The Wales Cooperative Centre in their report “Getting Social Business in on the Act” says the benefits of working with social businesses are:

- Social businesses firmly place people using services at the heart of the service design and delivery. This often results in a better quality, well-targeted service
- They are businesses anchored in their communities
- Investment in a social business stays in the community and will be recycled for wider economic and social benefits
- Employees of social businesses are more motivated by having a direct voice in the running of the business
- As businesses they reduce costs and improve efficiencies, for example, through increased staff satisfaction and reduced absenteeism
- As businesses sitting outside of the public sector, social businesses can access a wider range of resources, support and funding
- Social businesses can release the entrepreneurialism that exists in the public sector and its workforce
- They have freedom to be more flexible, innovative and responsive

## ADVOCACY

**Advocacy (Assessing the Need)** – The Social Services and Well-being (Wales) Act, Part 10 Code of Practice (Advocacy) requires practitioners to have significant skills and responsibilities to be confident in assessing the individual’s needs for advocacy and in the provision of advocacy, as detailed in the code as follows:

- People’s choice to have someone to act as an advocate for them
- A clear framework to support and empower individuals to make positive informed choices
- A clear recognition of the benefits of advocacy
- The range of advocacy available to people



- The key points when people's need for advocacy **must** be assessed
- When independent advocacy **must** be provided
- The circumstances that impact on people's need for advocacy
- The circumstances when it is inappropriate for certain people to advocate
- The arrangements for publicising advocacy services and charging

## SPECIALIST SKILLS

There are a number of service areas that will require specialist training, skills and competencies such as Dementia Care for Adults and enhanced skills in supporting Looked After Children with complex care needs these are identified through local authority leads.

## BETSI CADWALADR UNIVERSITY HEALTH BOARD WORKFORCE PRIORITIES

BCUHB have identified a number of key workforce themes through both their strategic and operational plans we will work together to align our approaches, in terms of the community health workforce and in particular where there is a social care and health interface.

The Strategic priorities for Workforce and Organisational Development for Betsi Cadwaladr University Health Board are stated under four strategic themes of:

- Achieving cultural change which better supports staff and through them the patients we serve
- Planning for and attracting the staff we need to deliver services now and, in the future,
- Ensuring that the staff resource is deployed and used as effectively and efficiently as possible
- Ensuring that staff have the skills necessary to fulfil their roles

Some of the key workforce themes identified by the Service Areas in their 2017/18 operational plans

- Efficiencies in bank, agency, locum use
- Skill mix changes
- Shifting of the workforce from acute to community (development of community resource teams)
- Development of localities - new models of delivery and employment models being developed
- Development of advanced practitioners to support the medical workforce shortages

The organisation's Operational Plan is aligned to our Workforce Strategy which is being progressed with a focus on developing our staff to deliver healthcare closer to patients' homes through integrated working across health, social care, Independent sector and the voluntary sectors. A corresponding shift in workforce

skills is therefore required to meet this demand and support the changes to the way services are to be provided. This shift is also supportive of the agenda within the Social Services & Well-being (Wales) Act 2014.

Over the next 3 years we will develop a more flexible, sustainable and skilled workforce who will support the delivery of transformational change both within the area teams, independent sectors and wider unscheduled care divisions. We will develop rewarding and fulfilling career pathways for our workforce and the independent practitioner workforce with an aim to further improve recruitment, retention, training and engagement of our staff. There will be a move towards more generic, interchangeable professional roles which reflect the demand for more efficient and effective, patient-centred clinical care pathways, which are underpinned by the 'Prudent Healthcare' principles.

### **Organisational Recruitment Challenges and approaches**

There are substantial areas of shortage within the registered nursing workforce which is a significant challenge for the Betsi Cadwaladr University Health Board (BCUHB) and across the National Health Service (NHS) both; the ability to attract potential nurse applicants is one of the biggest challenges for the organisation.

These supply and risk issues facing the workforce is providing opportunities for the Health Board to drive alternative approaches to recruitment across North Wales, the United Kingdom (U.K) and overseas, so that the health board can maintain services and ensure quality of patient care.

The recruitment of both registered and non-registered nursing staff is a vital component in the delivery of safe, effective, patient focussed care within North Wales. In order to achieve this, there are plans in place in taking a more streamlined, collaborative approach to nurse recruitment which includes encouraging student nurses to take up nursing positions as well as recruiting experienced nurses, within BCUHB.

This approach will also align to the proposed "student streamlining" approach as advocated nationally by the Workforce, Education and Development Services (WEDS) and the NHS Wales Shared Services Partnership (NWSSP) to align student nurses to nurse vacancies prior to qualifying, in order that on successfully registering with the Nursing and Midwifery Council (NMC) they can immediately take up these posts.

Collaborative working between all agencies, including nursing, the Universities, shared services and workforce is proving successful and is essential so that the recruitment process is as effective and streamlined as possible.

It is a requirement, as part of the organisation's Integrated Medium Term Plan (IMTP) annual submission to Welsh Government, that we identify the anticipated future training requirements for our health professionals and that we detail the education commissioning training places required by the Health Board, to ensure a sufficient future supply of healthcare professionals to deliver healthcare services for the population of North Wales. This covers Doctors, Nurses, Midwives, Allied Health Professionals (AHP), Healthcare Scientists (HCS), Psychologists and Pharmacists. This year submissions have increased substantially for Nursing and some AHPS thus supporting the recruitment gaps in the mid to long term.

## Changes in the way we deliver services

We will work to reconfigure services and ensure effective commissioning, in the context of the Social Services and Well-being (Wales) Act 2014, the Future Generations Act 2015 with ongoing work being led by the North Wales Regional Collaboration Team. The programme is linked to the Pooling of Budgets arrangements and Effective Workforce Planning discussed above.

The programme of work is long term, requiring whole systems redesign, and will exceed the one-year plan for 2017/18 and will lead into the development of a proposal for future commissioning of care outside hospital. We will work to develop more sustainable primary care services, ensuring management of risk and the development of primary care federalisation opportunities.

In line with the Social Services and Well-being (Wales) Act 2014, we will develop in partnership with Local Authorities a plan for the pooling of budgets via the Regional Partnership Board – initially focused on requirement to have pooled budgets for Care Homes.



## GOVERNANCE

Successful delivery of this strategy requires the full commitment and sign up from all partners to invest appropriate resources (people and/or finance) to deliver the priorities within the strategy. The NWRWB will be responsible for ensuring the delivery of the strategy which will be owned and overseen by the NWRPB.

## SHARED VISION

The shared vision sets out the strategic intentions of the board to work collaboratively and supports the guiding principles of the NWRPB.

To deliver the priorities set out in the North Wales Social Care and Community Health Workforce Strategy we will have a joined-up approach that supports workforce training and workforce development across the sector and joint approaches that support the retention and recruitment of the social care and integrated health workforce.

We will bring together resources both funding and people to deliver the priorities set out in the North Wales Workforce Strategy, to ensure that resources are used in the most cost-effective way to meet the needs of a sustainable and qualified workforce.

## OPERATING PRINCIPLES

The strategy is owned by the Regional Partnership Board, which will hold partners to account for its delivery and ensure that workforce initiatives are developed to meet the priorities and operating principles.



The Partnership Board will review targets and performance measures (including relevant National and Regional Performance indicators) identified in the implementation plans to ensure the strategy is having its intended impact.

All partners will seek agreement from the Regional Partnership Board for any key changes related to the strategy.

## GUIDING PRINCIPLES

The NWRPB is committed to the delivery of sustainable and improved health and well-being for all people in North Wales through a set of Guiding Principles which the NWRPB has agreed which are:

- Whole system change and reinvestment of resources to a preventative model that promotes good health and well-being and draws effectively on evidence of what works best
- Care is delivered in joined up ways centred around the needs, preferences and social assets of people (service users, carers and communities)
- People are enabled to use their confidence and skills to live independently, supported by a range of high quality, community-based options
- Embedding co-production in decision making so that citizens and their communities shape services
- We recognise the broad range of factors that influence health and well-being and the importance of the links to these areas (including education, housing, welfare, reduced homelessness, economic growth, regeneration, leisure and the environment)



## DELIVERY & IMPLEMENTATION

- An implementation programme which will cover each strategic theme
  - Approach to align and influence existing programmes where appropriate

The North Wales Workforce Board agreed that for each of the strategic themes task and finish groups are established to develop detailed business plans for each of the strategic themes

The workforce board is keen to ensure that the implementation programme uses existing groups to undertake tasks where appropriate and where there is capacity, this includes the ability to influence and align with National and Regional Programmes such as the Social Care Wales Business Plan and does not create additional groups where this is not necessary.



# NORTH WALES WORKFORCE STRATEGIC PRIORITIES

## STRATEGIC PRIORITY 1 - STABILISING THE WORKFORCE

To respond to the challenges and deliver the services we need both now and in the future we have identified 3 strategic themes.

Recruitment and retention remains challenging for the sector and this will continue as the demand for a highly skilled, flexible workforce continues to grow. Recognising we are recruiting staff from the same pool and understanding how we can better work together to stabilise the workforce, will enable us to meet demand whilst also ensuring that staff are valued, and that health and social care is a great place to work.

### Betsi Cadwaladr University Health Board

The introduction of the BCU HB Recruitment Attraction Strategy in 2016 to promote North Wales and its lifestyle factor, location to mountains, lakes the seaside, towns and cities have proven to be successful in the following ways:

- Developing the North Wales NHS Brand and including the Welsh Government Campaign Train Work Live -North Wales (locally providing the work life balance and training culture of the Health Board)
- Provided guidance to managers who undertake recruitment through providing advert templates, checklists and recruitment training
- Updated the 'Working for Us' Page on the internet for external candidates a one-stop-shop for information on local information and direct link to TRAC
- Suite of associated marketing materials to support the North Wales brand
- Development of a bespoke recruitment web site
- Attendance at Job Fairs and actively promoting the organisation across UK and Ireland.
- Support careers events in order to promote BCUHB
- Development of video resources to promote the organisation
- Developed the Step into Work programme to provide volunteer work placements for a range of the population who are furthest from the job market, including young people not in education or employment, people claiming job seekers allowance and people who have a learning disability

## STRATEGIC PRIORITY 2 – LEARNING & DEVELOPMENT

We will need to assist the workforce at all levels to understand and apply different approaches that put people at the centre, learning and development will need to focus on embedding the cultural changes required to meet the requirements of the act, it will also need to consider greater participation and drive in delivering co-produced services across partnerships and regionally achieving a cultural shift that should not be underestimated.

Within North Wales our aim is to develop a workforce across the sector that has the skills, knowledge and competencies to deliver high quality personalised services. There are a number of National activities including The Review of Qualifications in the Health and Social Care – Qualifications Wales July 2016 and the Social Work Review as well as potential changes in the way in which funding is administered for the Social Care Workforce Development Programme Grant, that we will need to work with going forwards.

### Betsi Cadwaladr University Health Board

The organisation's shift in focus requires appropriate training and education to develop new skills and competencies and underpin new ways of working. Aligning the workforce to service need, developing teams with the right skill mix of staff, and more effective team working, are fundamental workforce objectives underpinning the successful achievement of service requirements.

Development of additional skills for extended roles and investing in skills for primary care and community settings will provide further focus for the organisation, so that we can reduce the barriers between the health and social care workforce.

We will seek to ensure that staff have the skills necessary to fulfil their roles through:

- Clinical Manager Development – We will accelerate the roll out of the Generation 2015 Ward Manager programme to ensure that all ward managers have the management and leadership skills and competencies to be effective in their roles as clinical leaders
- Cluster lead development programme
- Step into Management Mandatory Training programme for Managers
- Mandatory and statutory training
- Bilingual skills strategy – We will implement and monitor compliance with our Bilingual Skills Strategy as an enabler to support the delivery of high quality care and compliance with the Welsh Language Standards
- Performance Appraisal and Development Review (PADR) – We will work to ensure that all staff have a PADR to receive feedback on their work and to discuss how they might be further developed
- In line with the Social Services and Well-being Act (Wales) 2014, embed a culture within the organisation which promotes independence and self-sufficiency and listens to what matters to individuals

## STRATEGIC PRIORITY 3 – WORKFORCE INTELLIGENCE & PLANNING

Consistency of data and information for workforce planning remains challenging both nationally and regionally with the different data sources across organisations, there is an opportunity to agree a basic data set which would inform future planning.

By 2018/19 further work is required around workforce planning in the care home sector and will need to align to regional workforce planning underway both within the Health Board and regionally with Partners as well as the implications of pooled budget arrangements from 2018/19 onwards.

We will build on the initial primary care workforce plan (November 2016) to address current workforce challenges and support new models of multi-disciplinary working at cluster level.

### THIRD SECTOR WORKFORCE INTELLIGENCE

Through the development of this strategy we are aware that securing workforce data on the Third Sector is an area which we would want to improve in the future. The expectation on the Third Sector in delivering preventative and community-based services, needs to be considered as part of our future workforce planning.

A copy of the full North Wales Workforce Board Programme can be accessed via the North Wales Social Care and Well-being Services Improvement Collaborative Website:

[www.northwalescollaborative.wales](http://www.northwalescollaborative.wales)



## REFERENCES

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<https://northwaleseab.co.uk/>

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